



## CIVIL SERVICE COMMISSION

**COMMISSIONERS**  
John Costa - Vice Chair  
Ron Le Doux  
Don Nelson  
Andrae Randolph - Chair  
Rick Ward

**Monday, June 12, 2017**

### AGENDA

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145 Fulweiler Avenue, Suite 200  
Auburn, California 95603

Lori Walsh, Human Resources Director  
Paula Hood, Commission Clerk  
Main Office: 530.889.4067  
[www.placer.ca.gov](http://www.placer.ca.gov)

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Placer County is committed to ensuring that persons with disabilities are provided the resources to participate fully in its public meetings. If you are hearing impaired, we have listening devices available. If you require additional disability-related modifications or accommodations, including auxiliary aids or services, please contact the Executive Secretary. If requested, the agenda shall be provided in appropriate alternative formats to persons with disabilities. All requests must be in writing and must be received by the Executive Secretary five business days prior to the scheduled meeting for which you are requesting accommodation. Requests received after such time will be accommodated only if time permits.

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#### MEETING LOCATION:

#### Placer County Human Resources

Large Conference Room, 1<sup>st</sup> floor

145 Fulweiler Avenue, Suite 100, Auburn CA 95603 -- 530.889.4060

**4:00 PM OPEN SESSION**

Roll Call

Flag Salute

- I. **Agenda Approval**
- II. **Approval of Minutes from previous meeting – May 8, 2017**
- III. **Public Comment:** Persons may address the Commission on items not on this agenda. Please limit comments to 3 minutes per person since the time allocated for Public Comment is 15 minutes. If all comments cannot be heard within the 15-minute time limit, the Public Comment period will be taken up at the end of the regular session. The Commission is not permitted to take any action on items addressed under Public Comment.
- IV. **Old Business**
  - A. **Disciplinary Hearing Findings – Sheriff's Department**  
The Commission met on March 21, 23, 24 and April 7, 2017 for a disciplinary hearing. At a special meeting on May 4, the Commission upheld the Department's disciplinary decision by a vote of 4-1.

**V. New Business**

- A. Request for approval of Work out of Class Pay pursuant to Placer County Code Section 3.08.510 (C)(5)(c) for an employee assigned to the Department of Public Works and Facilities.
- B. Request approval for revision to the classification specification of Management Analyst-Senior for the County Executive's Office.
- C. Request to create the classification specification of Staff Services Manager, salary grade MGMT 426.

**VI. COMMUNICATIONS - Reports to the Commission are informational items only. No action will be taken.**

- A. Provisional Appointments – None
- B. Staff Reports and Correspondence
  - 1. Staff updates
    - Introduction of new HR team member - Alison Angulo
    - Dr. Oldham -Community Health Assessment report
- C. Commissioner Comments

**CLOSED SESSION**

**VII. PUBLIC EMPLOYEE PERFORMANCE EVALUATIONS**

- A. Evaluation of performance of various Placer County employees pursuant to Government Code Section 54957 and pursuant to Placer County Chapter 3 Section 3.04.650.
- B. Evaluation of performance of the Human Resources Director pursuant to Government Code Section 54957.

**OPEN SESSION**

- VIII. Report of action taken in closed session pursuant to Government Code Section 54957.1.
- IX. Approval of merit increases for classified employees pursuant to Section 3.04.650 (progression in steps) of the Placer County Code.
- X. Adjournment

**Civil Service Commission – Upcoming Regular Meeting**

Monday, July 10, 2017 – 3:00 p.m.-Department of Child Support Services Conference Room,  
1000 Sunset Boulevard, Suite 200, Rocklin CA



# MEMORANDUM

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**DATE:** June 12, 2017  
**TO:** Civil Service Commission  
**FROM:** Lori Walsh, Human Resources Director  
**SUBJECT:** Work out of Class Pay

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We have received the following request for work-out-of-class pay extension. The Human Resources Director has previously approved work-out-of-class pay for this employee and we are requesting the Civil Service Commission approve an extension per Placer County Code 3.08.510 C.5.c. Supporting documentation has been attached to this memo.

<u>Department</u>	<u>Employee Number</u>	<u>Dates</u>	<u>Length</u>
Public Works/Facilities	01154920	06/24/2017-12/22/2017	180 days

**Recommendation:** It is recommended that the Civil Service Commission approve the above work-out-of-class pay extension in recognition of the duties being performed.

cc: Ken Grehm – Department of Public Works/Facilities



TO: Lori Walsh, Human Resources Director  
FROM: Ken Grehm, Director of Public Works and Facilities  
DATE: May 30, 2017  
SUBJECT: Request for Work Out of Class (WOC) Pay

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ACTION REQUESTED

Employee ID: 01154920  
Current Classification: Staff Services Analyst II  
WOC Classification: In recognition of additional duties  
Initial WOC Effective Date: December 24, 2016  
Requested Extension Eff. Date: June 24, 2017, PP2  
Expiration Date of WOC: December 22, 2017, PP14

REASON FOR WOC

Fill Behind a:  Leave of Absence  Retirement  Resignation  WOC

Other:  Peak Workload/Special Project  Pending Reclassification / Reallocation  
 Other : <Describe Here>

PLAN TO END TEMPORARY WOC

Request Submitted to Fill Vacancy  Completion of Peak Workload / Special Project  
 Return of Incumbent from LOA  Other: When Fiscal Study has been completed

BACKGROUND

The Department of Public Works and Facilities (DPWF) request to extend a current Work out of Class (WOC) assignment in recognition of additional duties. On December 24, 2016, the DPWF submitted a WOC for 180 days for a Staff Services Analyst to perform additional duties due to the merger of Public Works and Facility Services. Due to the size of the newly formed department and the volume of personnel responsibilities, the Department has analyzed its needs and has determined the need to assign the Staff Services Analyst the higher professional level duties listed below:

- Personnel services support to the Director, Administrative Services Manager, Division Managers and Supervisors related to discipline.
  - Investigate employee complaints and recommend corrective action as necessary.
  - Compile data and Compose Employee Disciplinary Actions:
    - Terminations
    - Demotions/Reductions in Pay

## Request for Work Out of Class (WOC) Pay

- Reprimands
  - Positive Drug Testing providing Second Chance Agreements and/or Terminations
  - Letters of Instruction
- 
- Develop and administer policies, guidelines, and procedures for performance evaluations.
    - Interpret and assess Performance Evaluations for accuracy and compliance.
    - Provide recommendations as necessary to the supervisors in regards to employer expectations and plans to improve performance.
    - Provide direction to managers and supervisors in writing Performance Improvement Plans.
  - Review, research and analyze various positions within the department and prepare classification / reclassification recommendations by conducting job analysis for recommendations to the Director, Administrative Services Manager and Human Resources.
  - Provide recommendations on hiring, demotion and employee discipline to Director, Administrative Services Manager, Division Managers and Supervisors.
  - Organizing, coordinating and managing the development of proposed Safety Officer position and proposed safety program for the Department.
  - Supervision of Safety Officer and Administrative Technician.
  - Conduct research and prepare correspondence to identify needs of the Department and collaborate with management, and outside sources.
  - Maintain the Department's personnel services by planning, implementing, and evaluating employee relations, policies, programs, and practices.
  - Representing the Department at CSC meetings for a variety of personnel matters as requested by the Administrative Services Manager.
  - Research and develop training manuals for compliance of Federal, State and County regulations as it pertains to OSHA and other safety entities.
  - Develop operating procedures/manuals for Department as it relates to safety.
  - Represent, consult and advise with management staff to identify department and divisional goals, conveying requests to the Human Resources Department.

At the request of the Department Head, Human Resources is analyzing the request for a new classification that would meet the needs of the recently merged department. The Department expects the results of their analysis will be determined before the 180 day extension expires in December 2017.

### RECOMMENDATION

It is therefore recommended that this employee be approved to receive WOC pay. Consistent with the guidelines presented under the Placer County Code section 3.08.510, and the PPEO and PCDSA MOUs, additional compensation for WOC pay shall be no less than a minimum of five percent (5%) or exceed a maximum of fifteen percent (15%). The specific amount of the additional compensation will be determined by an analysis of the employee's current classification and the proposed WOC classification and in no case will exceed the amount the employee would receive if promoted to the WOC classification.

### AUTHORITY

In line with the principle that an employee assigned higher level work or assigned to work in a position having discernibly higher job duties should receive higher pay, positions within the classified service may be eligible for WOC assignments. Individual employees may be certified by the Human Resources Department

\_\_\_\_\_ Information verified by HR

Updated 1/2017

## Request for Work Out of Class (WOC) Pay

as being eligible for WOC pay when so assigned by the appointing authority or designee of that appointing authority (PCC sec. 3.08.510, PPEO and PCDSA MOUs).

### PROVISIONS FOR WOC ASSIGNMENTS

- In consideration for the temporary nature of the WOC assignment and the fact that appointment has not been made to the WOC classification, the following guidelines apply:
  - For evaluation purposes, employee is rated in his or her current classification.
  - Evaluation rating periods are not impacted by WOC assignments.
  - Employee will continue to be eligible for merit increases as outlined in PCC section 3.04.650.
  - Employee will continue to accrue seniority in his/her regular position/classification.
  - Employee will continue to receive the benefit package associated with his/her regular position/classification.
- WOC compensation will not be considered or paid for assignments for two workdays or less or for training purposes.
- The department must notify the Human Resources Department when the WOC employee has a leave of absence that exceeds ten (10) working days since this will result in ending WOC compensation. The department must then notify Human Resources and submit the appropriate paperwork prior to continuing the employee in a WOC assignment upon his/her return from leave.
- Additional compensation for WOC shall be no less than a minimum of five percent (5%) or exceed a maximum of fifteen percent (15%). Salary amount will be rounded down to the nearest whole percentage as determined by Human Resources.
- Additional compensation will be reported as pensionable special compensation if it meets the criteria defined by CalPERS.
- While this WOC request is for a period of time not to exceed 180 days, it may end earlier as determined by the appointing authority.
- Employee is not to begin the WOC assignment until the Human Resources Department certifies the individual is eligible for WOC pay.
- The requesting department is responsible for sharing this WOC request and the provisions set forth for a WOC assignment with the employee.



PLACER COUNTY  
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## MEMORANDUM

**To:** Civil Service Commission  
**From:** Lori Walsh, Human Resources Director  
**By:** Kathy Youngs, Senior Human Resources Analyst  
**Date:** June 12, 2017  
**Subject:** Request for Classification Specification Revision – Management Analyst - Senior

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### **Recommendation**

It is recommended that the Civil Service Commission approve the proposed revisions to the Management Analyst - Senior classification specification.

### **Background**

The County Executive Office requested Human Resources (HR) review and update the classification specification for Management Analyst – Senior, to include direct supervision over professional, technical and clerical staff.

The Management Analyst – Senior classification was created in 2002, specifically for assignments in the County Executive's Office. At that time, the need for the classification was to provide technical and functional (indirect) supervision over professional, technical and clerical staff. Indirect supervision is characterized in the HR classification plan as a form of authority over the work of the employees, not for the employee themselves.

### **Basis for Recommendation**

Based on current operational needs, the County Executive's Office requested to have the classification of Management Analyst – Senior provide direct, first - line supervision over professional, technical and clerical staff, consistent with our County-wide classification plan for similar management classifications.

June 12, 2017

Classification Specification Revision Request – Management Analyst - Senior

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The proposed changes to the classification specification are consistent with other classifications that are at the advanced journey level of a management series. The recommended updates to the Management Analyst – Senior classification specification include but are not limited to the direct responsibility to plan, prioritize, assign, supervise and review the work of assigned professional, technical and clerical staff; provide or coordinate staff training; conduct performance evaluations; recommend discipline and implement discipline procedures as directed. The updates to this classification specification will more accurately reflect the duties and responsibilities assigned to the Management Analyst – Senior positions utilized in the County Executive's Office. Attached for the Commission's information and consideration is a copy of the proposed revisions to this classification specification and the County Executive's Office organizational chart.

The County Executive Officer and the Deputy County Executive Officers have reviewed this information and support and concur with the Human Resources Department's recommendations.

Attachments:

Attachment 1: Job specifications

Attachment 2: CEO Organizational Charts

cc: David Boesch, CEO

## **SENIOR-MANAGEMENT ANALYST - SENIOR**

### **DEFINITION:**

To act as a lead in the performance of administrative/analytical functions related to the preparation, review and analysis of budgets, organizational systems, and policy and procedure studies in support of assigned department(s); to serve as subject matter expert in specific area(s) of government operations; to plan, direct, and oversee projects and programs with others as a positive and effective member of the team.

### **DISTINGUISHING CHARACTERISTICS:**

The Management Analyst job series represents professional positions responsible for establishing, maintaining, and monitoring a variety of administrative policies, budget and fiscal processes, and organizational and legislative issues on a County-wide basis as well as providing a liaison with and support to departments as a representative of the County Executive Office. Positions within this job series are exclusive to allocation within the County Executive Office.

This is the advanced journey level class within the Management Analyst series. This class is distinguished from subordinate classes within the series by the greater level of responsibility assumed, complexity of duties assigned, independence of action taken, and by the nature, impact, and scope of the public contact. Employees in this job class perform more difficult and responsible types of duties assigned to classes within this series. Employees at this level are required to be fully trained in all policies, procedures, and operations related to assigned areas of responsibility.

### **SUPERVISION RECEIVED AND EXERCISED**

Receives general supervision from a Principal Management Analyst.

Exercises ~~functional/technical~~ direct supervision over professional, technical and clerical staff.

### **EXAMPLES OF ESSENTIAL DUTIES – Duties may include, but are not limited to, the following:**

Provide ~~technical direction and~~ supervision to professional, technical and clerical staff in support of assigned department(s) and program(s); provide positive leadership and direction to a team of professional and technical staff; act as a primary resource regarding County systems, organization, operations, and services.

Serve as a resource to assigned department(s), programs(s) and project(s); provide technical direction, ~~advise~~advice and support; participate in the development of policies, procedures and standards for program development and review; conduct research, present findings and prepare recommendations.

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Senior Management Analyst (Page 2)

Consult with assigned department(s) on issues related to budget preparation, analyses, presentation, and review; analyze and review the most complex of departmental budgets, provide recommendations and alternative solutions to department(s), assist in reframing departmental budgets to better reflect the goals and objectives of the County and the County Executive Officer.

Support assigned departments regarding sensitive and complicated fiscal and policy issues and efforts and serve as a liaison between the departments, the County Executive Office, and the Board of Supervisors as necessary; conduct complex administrative, efficiency, and productivity studies; assist and support departments identify priorities and goals.

Assist and support assigned departments in creating effective and appropriate agenda items, memoranda, and correspondence for the County Executive Officer's and Board of Supervisors' review; advise and assist departments in the development of appropriate explanations, documentation, and justification to support agenda items.

Oversee, coordinate, and participate in research and analyses on a variety of issues and topics related to designated areas of responsibility; perform extensive review of related issues through interviews, correspondence, readings and other research methods; prepare highly detailed, comprehensive reports relating findings to the specific needs and concerns of the County; provide recommendations to the County Executive Officer and Board of Supervisors.

Oversee, coordinate, and participate in designated special project(s) and /or program(s) and serve as the subject matter expert; develop implementation strategies and monitor the status of assigned program(s) and/or project(s); provide leadership and direction to interdepartmental team members; prepare reports, correspondences and memoranda, and make presentations that include recommended action to the County Executive Officer and Board of Supervisors.

Direct and manage the work of consultants; prepare requests for proposals, review bids, interview and select consultants; manage workflow, establish expectations and priorities and monitor outcomes; negotiate contracts.

Maintain and update expertise in designated specialty areas; monitor current events and changes to laws, standards, rules and regulations and analyze the effect on the County's operations and services; prepare reports with updates, analyses and recommendations; represent the County's interests.

Plan, prioritize, assign, supervise and review the work of assigned professional, technical and clerical staff; provide or coordinate staff training; conduct performance evaluations; recommend discipline; implement discipline procedures as directed.

Prepare and present responses to questions, issues or concerns related to assigned project(s), program(s) and specialty area(s).

Maintain awareness of, and participation in, external professional environment and resources to ensure the highest level of professional standards are applied to service delivery within the County's Executive Office.

Represent the County of Placer and the County Executive Office to the public and to other agencies in a positive and productive manner.

Serve as a positive and motivational team leader as well as a positive and effective member of a peer group.

Perform related duties as required.

## MINIMUM QUALIFICATIONS

### Knowledge of:

- Specialized and designated area of expertise such as: land use and development, budgetary and fiscal process, land development, conservation, environmental concerns and legislative and advocacy issues.
- Principles and practices of leadership, motivation, team building and conflict resolution
- Standard and accepted methods of writing requests for proposals, selecting consultants and negotiating contracts.
- Principles and practices of public administration and principles of organization, management and staffing.
- Modern office procedures, methods and computer equipment.
- Computer software, including word processing, spreadsheet, presentation and database applications.
- English usage, spelling, punctuation, and grammar.
- Pertinent local, state and federal laws, guidelines, regulations and statutes.
- Principles and practices of public finance, budgeting and fiscal control.
- Principles of supervision, training and evaluating performance.
- Principles and practices of leadership, motivation, team building and conflict resolution.
- Standard and accepted uses and applications of descriptive statistics including measures of central tendency.
- Standard and accepted modern research techniques, including the use of surveys and questionnaires.
- Principles and techniques of administrative analysis, including workload measurement, workflow and layout, work simplification and systems and procedure analysis.
- Principles and practices of local government, including county administration, organization, programs and functions.

### Ability to:

- Apply knowledge in a specific field/area to the needs of the County
- On a continuous basis, know and understand all aspects of the job; intermittently analyze work papers and special projects; identify and interpret technical and numerical information; observe and problem solve operational and technical policies and procedures.

PLACER COUNTY

Senior Management Analyst (Page 4)

- On a continuous basis, sit at desk or in meetings for long periods of time; intermittently twist to reach equipment surrounding desk; walk, stand, bend, squat, kneel, or twist, perform simple grasping and fine manipulation; use telephone, and write or use a keyboard to communicate through written means or enter/retrieve data from computer; and lift light weight.
- Read, analyze, evaluate and summarize written materials and statistical data including reports, financial reports and budgets.
- Plan, supervise and evaluate work activities of professional, technical and clerical staff.
- Apply the principles and practices of motivation, team building and conflict resolution.
- Understand, interpret and apply complex laws, regulations, policies, and procedures.
- Analyze systems and administrative and management practices and identify opportunities for improvement.
- Obtain information through interview process; successfully accomplish multiple assignments; and deal firmly and courteously with the public.
- Determine effective method of research; and compile data and present in form most likely to enhance understanding.
- Prepare reports, statistical data, forms, questionnaires and surveys.
- Analyze problems, identify alternative solutions, project consequences of proposed actions, and implement recommendations in support of goals.
- Interpret and apply pertinent local, state, and federal laws and regulations, including Civil Service rules.
- Supervise, train and evaluate assigned staff.
- Analyze situations quickly and objectively, apply appropriate elements of decision-making and determine the proper course of action.
- Work with various cultural and ethnic groups in a tactful and effective manner.
- Use a computer, calculator, typewriter, telephone, facsimile machine, postage meter, and photocopy machine.
- Communicate clearly and concisely, both orally and in writing.
- Establish and maintain effective working relationships with those contacted in the performance of required duties.

**Experience and Training**

- Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

**Experience:**

Two years of responsible analytical experience performing duties similar to a Management Analyst II with Placer County.

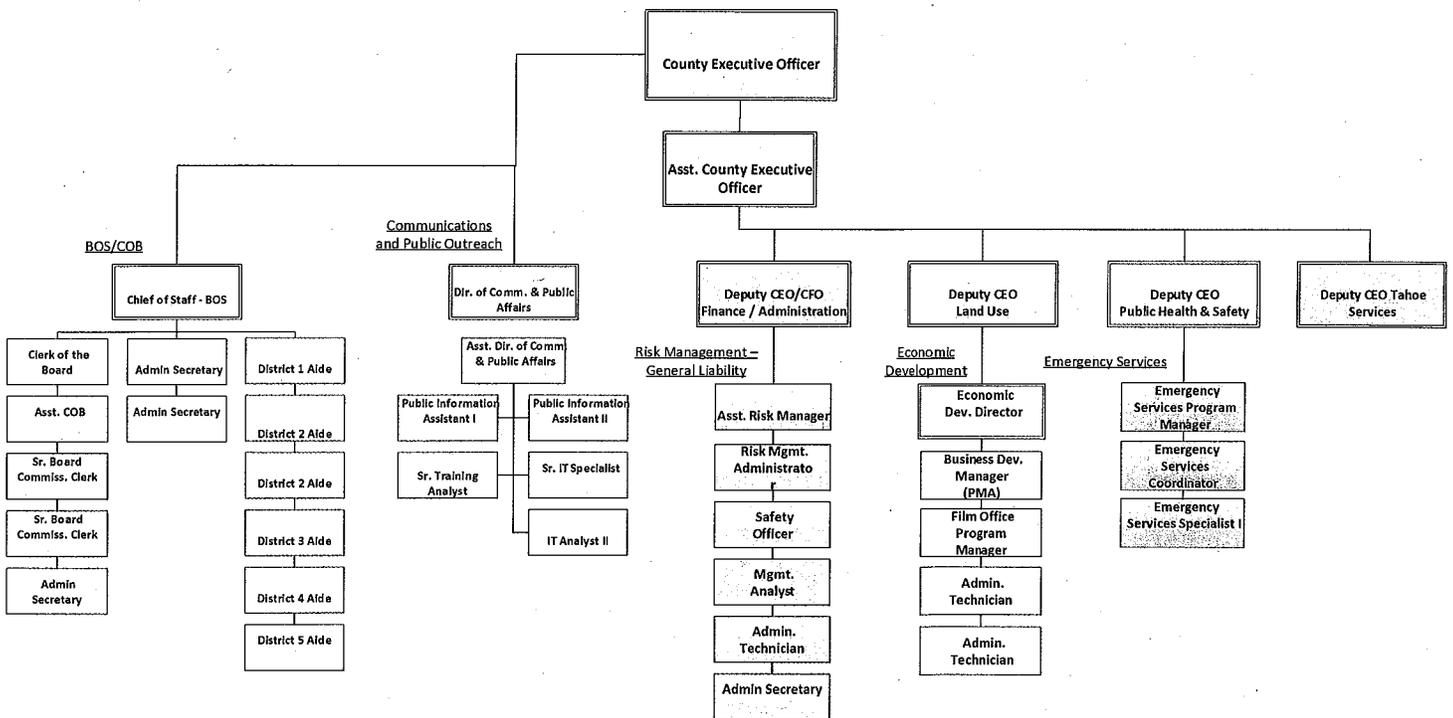
**Training:**

Equivalent to a ~~bachelor's~~ Bachelor's degree from an accredited college or university with major course work in business or public administration, political science, finance, economics, or a related field.

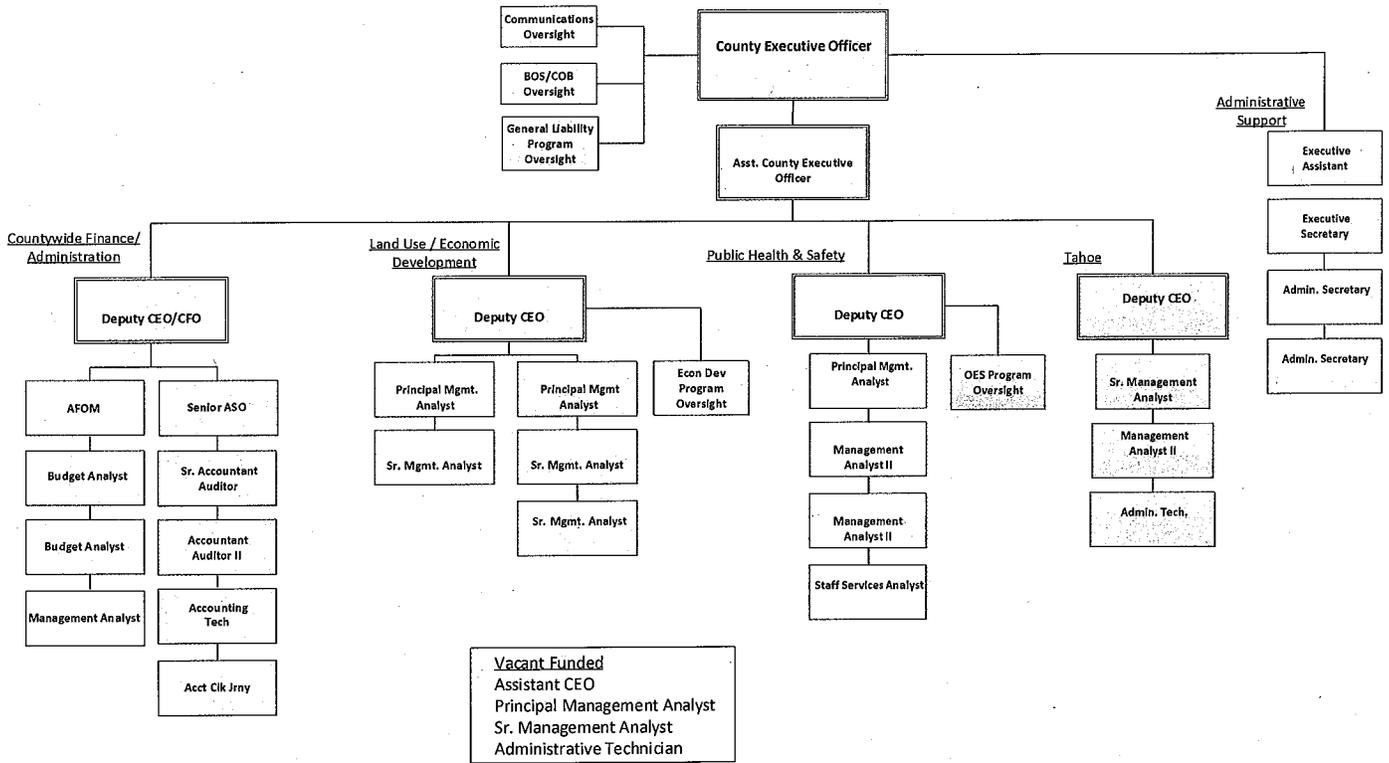
**License or Certificate:**

- May need to possess a valid California driver's license as required by the position. Proof of adequate vehicle insurance and medical clearance may also be required.

## County Executive Office / Divisions Staff Organization / Program Oversight



## County Executive Office / Administration / Staff Organization





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## MEMORANDUM

**To:** Civil Service Commission  
**From:** Lori Walsh, Human Resources Director  
**By:** Hedy Dehghan, Human Resources Manager  
**Date:** June 12, 2017  
**Subject:** Request for Creation of a new Classification Specification – Staff Services Manager

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### Recommendation

It is recommended that the Civil Service Commission approve the creation of a new classification specification of Staff Services Manager and recommend to the Board of Supervisors placement in salary grade MGMT 426 (\$6,553.54 - \$ 7,965.86/monthly).

### Background

As your Commission is aware, the County embarked on a classification study last fall to include a review of the professional and management classifications utilized in the fiscal functional area on a County-wide basis. As a result of meeting with the various departments that utilize these classifications during the course of this study, the need for a new classification outside the scope of the fiscal study was identified. As the Human Resources Department (HR) continued to engage in these conversations, multiple departments conveyed a need for a management-level classification, responsible for non-fiscal or non-budget related duties and responsibilities requiring management-level discretion and decision-making.

Conceptually, this management-level classification will serve in an advisory role and provide highly responsible and complex professional assistance to executive management in areas such as organizational development, administration and staffing, and strategic planning. This classification will manage, through lower-level supervisors, and engage in administrative functions of large, complex departments with multiple divisions, budget units, and larger staff resources. These administrative functions will include, but not be limited to, human resources and/or general administrative support, regulatory and legislative compliance, policy analysis and development, public information and community outreach, analyses of organization systems and procedures,

and grants and contracts administration. This proposed classification will have an active role on the management team of the assigned department, including participating in administrative and programmatic/operational strategic planning, policy analysis and development, change management, and legislative and regulatory compliance initiatives. Further, this new classification will provide a career path for the Staff Services Analyst series for the larger departments that break out the management oversight of administration as opposed to their fiscal operations.

**Basis for Recommendation**

This newly proposed classification of Staff Services Manager will fill a void that some of our operating departments currently operate under. HR recognizes the need for this new classification to assist our departments in meeting their overall operating needs and in broadening the career path for current County employees. Any future appointments to this classification will be made through a competitive recruitment process.

Attached for the Commission's consideration is a copy of the proposed classification specification for Staff Services Manager.

Attachment: Classification Specification

## **STAFF SERVICES MANAGER**

### **DEFINITION**

To plan, organize, direct, supervise, and manage the activities of a department-wide function or major service area; serve in an advisory role and provide highly responsible and complex professional assistance to executive management staff in areas such as organizational development, staffing, strategic planning, business processes, legislative analysis, and related areas; research and analyze departmental practices and procedures and develop recommendations for organizational, programmatic, policy, and procedural improvements and updates; coordinate assigned areas of responsibility as a representative of the department with other County departments and divisions and with external stakeholders.

### **DISTINGUISHING CHARACTERISTICS**

The manager level recognizes positions that provide full and functional management responsibility for a division or program area within a department. Performance of the work requires the use of considerable independence, initiative, and discretion within established guidelines.

This class is distinguished from the Staff Services Analyst, Senior by having substantive and significant management level responsibility over a specific area or specialty, including short- and long-term planning and development and administration of department-wide policies, procedures, and services. This class is further distinguished from the Administrative Services Officer series in that the latter has responsibility for implementing and maintaining the budget process and fiscal recordkeeping and reporting operations with day-to-day oversight and participation in fiscal/accounting operations and budget preparation/monitoring activities for assigned department/division.

### **SUPERVISION RECEIVED AND EXERCISED**

Receives general direction from higher level management staff.

Exercises direct supervision over supervisory, professional, technical, and clerical personnel.

### **EXAMPLES OF ESSENTIAL DUTIES – Duties may include, but are not limited to, the following:**

Assume full management responsibility for assigned administrative, operational, and programmatic activities and analyses in assigned areas of responsibility including organizational development, staffing, department wide business processes, policy, procedural, and legislative analysis.

## PLACER COUNTY

### Staff Services Manager (Page 2)

Research and evaluate the effect of current and pending legislation affecting the department and County; prepare critiques and research papers; advise management and recommend and implement policy and procedural changes.

Develop, recommend, and implement program goals and objectives within assigned department; oversee and participate in the development and implementation of strategies and work plans for the achievement of these goals.

Provide leadership and supervision to professional, technical, and administrative support staff, either directly and through subordinate staff; coordinate staff training; participate in selection of staff; conduct performance evaluations; recommend and implement discipline procedures as appropriate; organize, assign, review, and evaluate work products, methods, and procedures.

Contribute to the overall quality of the assigned areas of responsibility by developing, reviewing, and implementing policies and procedures to meet legal requirements and departmental needs; continuously monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures; assess and monitor the distribution of work, support systems, and internal reporting relationships; identify opportunities for improvement; direct the implementation of change; prepare various staff reports on operations and activities.

Develop departmental standards for projects, programs, and studies including methodology, deliverable templates, and performance measurements.

Provide consultation to meet staff needs including recommending, designing, and coordinating changes to both business practices and specific technology solutions.

Represent assigned department on personnel matters such as staffing, recruitment, selection, classification; act as departmental liaison with the Human Resources Department; provide or coordinate staff training; assist in working with employees to correct deficiencies and/or implementing discipline procedures.

Lead and participate in internal and interagency technical work groups to gather information for policy and decision making and to serve as an advisor in advancing and representing the priorities and interests of the department.

Interpret departmental business needs and identify and analyze critical issues; recommend solutions and resolve complex problems; develop new processes and procedures to meet requirements and anticipated changes; advise staff and management on changes.

Plan, organize, manage, and participate in conducting productivity and efficiency studies, performance audits, management reviews, and administrative analyses of organization systems and procedures; develop cost analyses and perform program evaluations; prepare complex analytical and statistical reports.

Serve as a liaison between the department and federal and state legislators, other government entities, interest groups, and other stakeholders to advance and represent the priorities and interests of department and County.

Develop consultant requests for proposals for professional services and administer the advertising and bid processes; evaluate proposals and recommend project award; negotiate contracts and agreements and administer same after award.

Make presentations to the public, community groups, various committees, and elected boards.

Build and maintain positive working relationships with co-workers, other County employees, and the public using principles of good customer service.

Perform related duties as assigned.

## MINIMUM QUALIFICATIONS

### **Knowledge of:**

- Principles and practices of employee supervision, including work planning, assignment, review and evaluation, and the training of staff in work procedures.
- Standard accepted principles and practices of motivation, team building, and conflict resolution.
- Administrative principles and practices, including goal setting, program development, implementation, and evaluation, and project management.
- Organizational and management practices as applied to the analysis, evaluation, development, and implementation of programs, policies, and procedures.
- Principles and practices of local government and county administration, organization, programs and functions.
- Advanced principles, practices, concepts, theories, research methods, and sources of information related to assigned area of responsibility.
- Principles and techniques of administrative analysis, including workload measurement, work flow and layout, work simplification, and systems and procedure analysis.
- Applicable federal, state, and local laws, regulations, ordinances, and organizational policies and procedures related to areas of responsibility.
- Practices of researching issues, evaluating alternatives, making sound recommendations, and preparing and presenting effective reports.
- Statistical methods and analysis and the use and interpretation of statistics in reports
- Modern office practices, methods, computer equipment, and applications related to the work.
- Techniques for effectively representing the County in contacts with governmental agencies, community groups, various business, professional, educational, and regulatory organizations, and the public.

**Ability to:**

- Provide leadership and technical guidance as an advisor in assigned area of responsibility including performing varied duties that may include uncertainty in approach, methodology, or interpretation and evaluation processes, as well as continuing changes in program, technological developments, or conflicting requirements.
- Develop and implement goals, objectives, policies, procedures, new techniques, establish work standards, and internal controls for assigned program areas.
- Provide administrative and professional leadership and direction for assigned programs and projects.
- Conduct complex research projects, evaluate alternatives, make sound recommendations, and prepare effective technical reports.
- Interpret, apply, and ensure compliance with federal, state, and local policies, procedures, laws, and regulations.
- Plan, organize, direct, and coordinate the work of assigned staff; delegate authority and responsibility.
- Select, train, motivate, and evaluate the work of staff and train staff in work procedures.
- Understand the organization and operation of assigned department and the County as necessary to assume assigned responsibilities.
- Work with various cultural and ethnic groups in a tactful and effective manner.
- Prepare comprehensive, clear, and highly complex reports.
- Communicate clearly and concisely, both orally and in writing.
- Effectively represent the department and County with those contacted during the course of work.
- Establish and maintain positive working relationships with co-workers, other County employees, and the public using principles of good customer service.
- On a continuous basis, know and understand all aspects of the job; intermittently analyze work papers and special projects; identify and interpret technical and numerical information; observe and problem solve operational and technical policies and procedures; and explain County and Department policies and procedures to the general public and County staff.
- On a continuous basis, sit at desk for long periods of time; intermittently twist to reach equipment surrounding desk; walk, stand, bend, squat, kneel, or twist, carry materials or retrieve/ return files from drawers; perform simple grasping and fine manipulation; use telephone, and write or use a keyboard to communicate through written means or enter/retrieve data from computer; and lift light weight.

**Experience and Training**

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

**Experience:**

Five years of increasingly responsible work experience managing programs and/or conducting detailed analysis requiring the preparation and submission of findings with recommendations to executive management staff, including two years of supervisory responsibility.

**Training:**

Equivalent to a Bachelor's degree from an accredited college or university with major coursework in public or business administration, political science, or a related field.

**License or Certificate:**

May need to possess a valid driver's license as required by the position and in accordance with the California Vehicle Code. Proof of adequate vehicle insurance and medical clearance may also be required.



# MEMORANDUM

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**DATE:** June 12, 2017  
**TO:** Civil Service Commission  
**FROM:** Lori Walsh, Human Resources Director  
**SUBJECT:** Review of Merit Increases for Eligible Classified County Employees

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During the closed session of your meeting, your Commission will review the performance evaluations of classified County employees pursuant to Government Code Section 54957. For those classified County employees determined to be eligible for a merit increase, the following motion is submitted for your consideration:

Motion to approve the classified merit awards set forth in the list dated June 12, 2017, pursuant to Section 3.04.650 of the County Code.